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DY/S 69-5269

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20 NOV 1969
69-5792

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support /s/RLB 21 NOV 1969

SUBJECT : Inter-Directorate Transfers

1. Pursuant to your request, this memorandum provides proposals to facilitate the assignments of certain employees across Directorate lines.

2. Currently there are 398 employees serving in assignments resulting from transfers across Directorate lines. Also, there is a total of 604 employees serving in positions with Career Services other than their own. These employees represent a variety of functions and all grade levels. The assignments have, for the most part, been occasioned by the need to fill critical vacancies or the need between two components to share a particular kind of qualification.

3. Very few of the assignments mentioned above were arranged for the purpose of broadening the individual employee's Agency knowledge with the intention of eventually providing to the Agency managerial talent experienced in the various missions of the separate Directorates. There are senior officers of the Agency today who have had the advantage in the past of such broad experience, but, for the most part, this has not happened as a result of long-range planning or as the result of a coordinated effort among the Directorates to identify officers of executive potential and to work with one another in providing such officers with inter-Directorate experience. To a certain extent, inter-component assignment within Directorates has followed a similar pattern.

4. The Agency has reached a point in its history where we must now concentrate, much more than we have in the past, upon the development of on-board personnel resources. The expected losses among senior managerial ranks in the next decade must be replaced. In the next five years, 96 executives at super-grade rank will retire mandatorily. The best source for replacements lies in our experienced personnel, and careful attention must be given to the effort to identify and develop existing talent. This can be done successfully only to the extent to which current senior management shares an attitude of common concern.

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5. An administrative structure is considered necessary to assist the several Directorates in such a program. The following structure is suggested:

Directorate Reassignment Panels

Each Deputy Director will establish a Directorate Reassignment Panel, chaired by a senior officer of his immediate staff. Panel membership need not be large but should include at least three senior officers from the Directorate. A secretariat should be provided for each panel.

Agency Reassignment Board

An Agency Reassignment Board will be established, chaired by the Director of Personnel, with a membership composed of the four Chairmen of the Directorate Reassignment Panels and a representative of the Office of the Inspector General. The Director of Personnel will provide a permanent secretariat and necessary staff support. The Agency Reassignment Board will report to the Executive Director-Comptroller.

6. The responsibilities of the Directorate Reassignment Panels are threefold:

a. To identify Directorate officers with managerial potential and to plan for developmental assignments between components of the Directorate for the specific purpose of broadening individual experience.

b. To identify employees, and normally these employees would come from the reservoir of employees mentioned in (a) above, who have, in the view of the Panel, the potential for ultimate senior Agency managerial responsibilities. Information on these officers would be provided to the Agency Reassignment Board.

c. To identify positions within the Directorate which could be filled by the assignment for a tour of duty of an employee from another Directorate.

7. It will be the responsibility of the Agency Reassignment Board to share among the Directorates the information provided by the four Directorate Reassignment Panels and to recommend to the Deputy Directors action which will provide for the movement between Directorates of personnel for tours

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of duty which will broaden their Agency knowledge and experience. The Agency Reassignment Board will report to the Executive Director-Comptroller on the progress of this program.

8. The suggested administrative structure of Directorate Reassignment Panels and the Agency Reassignment Board has been kept purposely broad in concept. It is anticipated that, if the concept is acceptable, the Deputy Directors will wish to establish their own detailed procedures to implement this program within the larger policy framework. In addition, there are many procedural matters which will have to be worked out between the Directorate Reassignment Panels and the Agency Reassignment Board--procedures which must adjust questions of grade range, functional categories of personnel, position identification, and the assessment of personnel resources within the broad policy suggested in this memorandum.

9. If the above concept is approved we will prepare implementing instructions to the Deputies for your signature.



Acting Director of Personnel

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